

# The Damascus Strategic Plan

## City Council Adopted: May 7, 2007



## Introduction

This Damascus Strategic Plan is intended to guide the City Council and City Staff in the strategies and actions that will be undertaken over the next five years. But, unlike a classic strategic plan where the question is what to do *next*, for Damascus the question is what to do *first*.

This Plan is about leadership. It establishes the foundation upon which the leadership of our community will stand and creates strength through the clarity of a shared mission, vision, and expectations. This Plan helps to establish the City's identity as an independent community that knows what is best for its citizens and future. This Plan is intended to reflect and support the Core Values adopted by the City Council.

This Plan will:

- Give **background information** about the community to help set the stage for the planning process (**page 2**)
- Discuss the **current and predicted situations** surrounding and infusing city government (**page 5**)
- Identify the **major issues** facing the Community and the priority for dealing with those issues (**page 9**)
- Establish the basic parameters for city government including a **mission and guiding principles** (**page 11**); and
- Establish **strategies** for approaching each, and identify the specific action plans for carrying out those strategies (**page 13**).

This Plan is intended to be a very dynamic document. Its strategies shall be reviewed by the Council and City Manager on at least a quarterly basis and shall be totally updated at least once per year. The Plan shall be put on a permanent schedule so that updates are complete in time to guide the annual budget process each spring.



## Background

Damascus encompasses 10,467 acres of land at the far eastern edge of the Portland Metropolitan Urban Growth Boundary. With a population of approximately 9,800 and an area bigger than the City of Beaverton, Damascus is faced with the transformation of the community from a rural residential area to a destination and an urban city of over 60,000 people over the next 30 to 40 years.

The Damascus Community is located on and around numerous lava domes, which are small cone- or dome-shaped hills of volcanic origin. These are known as the Boring lava domes, a swarm of vents which were active between 1.2 and 3.9 million years ago.<sup>1</sup>

Damascus was named by Henry Pedigo, who did so based on a verse in the Bible (Acts 9:1-6). The Damascus post office was established on August 26, 1867 with John S. Fisher as the first postmaster. The original post office was closed in August 1904.<sup>2</sup>

Damascus grew through the 1900's as a rural residential community with large and small farms, rural subdivisions, and some urban density subdivisions, all as an unincorporated place under the jurisdiction of Clackamas County. Limited urban services were, and are, provided in different parts of the community by special districts or the County. There are some urban services that are not provided at all.

In December 2002, the Damascus area was brought into the Metro Urban Growth Boundary. This move by Metro was intended to add the land to the UGB necessary to accommodate the next major round of urban development for the Portland metropolitan area. In other words, it was decided Damascus will transform from a rural community to a fully urbanized city.

The people of Damascus were concerned enough about their future, which included potential annexation by the adjacent cities, that they voted on November 2, 2004, to incorporate as the City of Damascus. This action assured the citizens of Damascus will be able to guide the new city's future.

Since the City's incorporation there have been three primary areas of municipal governance that have occupied the community's time. The first is organizing the structure of local government. The second is establishing a law

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<sup>1</sup> "Atlas of Oregon"; page 122; Loy, Allan, Buckley, & Meacham; University of Oregon Press; Eugene, Oregon; 2<sup>nd</sup> Edition; 2001

<sup>2</sup> "Oregon Geographic Names"; Lewis A. McArther & Lewis L. McArther; Oregon Historical Society Press; Portland Oregon; 7<sup>th</sup> Edition; 2003



enforcement service working through the Clackamas County Sheriff's Office. Finally, the City has been focusing on long-range planning. This has included creating a community vision and starting work on a Comprehensive Plan.

Of concern to the citizens during all these processes has been the issues of maintaining rural character, upholding property rights, taxes, sustainability, establishing good governance, and other characteristics of the type of community the people of Damascus want.

This action also meant the Damascus community assumes the responsibility of creating the structures of a civic institution that is financially sustainable. The first City Council formed the basic elements of a city government as required by Oregon law including a City Recorder function and a budget process. A City Charter was developed by a citizen committee and approved by the voters in September 2005. This charter set up a classic Council/Manager form of government where the Council sits as the legislative body responsible for setting policy and the City Manager is the executive body responsible for operation of the city government.



## The Planning Process

This Strategic Plan was developed during 2006 starting with the Council determining such a process was necessary. The Luke Center for Catalytic Leadership, led by its Executive Director John Morgan, was retained in February to undertake this effort, including research, citizen involvement, facilitation, and authoring the plan. Jamie Damon of Jeanne Lawson Associates helped with the organization and facilitation of the Strategic Plan Review Team.

This Strategic Plan is unique in that it is one part of a larger planning process that is creating a Vision for the future of Damascus. While this plan focuses on the operational aspects of the City, the other part of the planning effort is focusing on the physical aspects of the community including land use, transportation, environmental protection, and economic development. The two elements of the overall plan are closely coordinated and integrated in sharing common community values and principles and a single citizen involvement process.

This Plan began with a two-day Council workshop in February 2006 focusing first on the physical plan and second on the Strategic Plan. Many other elements were brought together through the spring and summer including organizational analysis, Council rules, Council goal setting, and strategic analysis by the Council. Through the summer the strategic plan was part of the City's extensive citizen involvement process starting with a series of "Coffee Klatches," which were small gatherings in people's homes, and then moving to a series of "Summer Socials," which were larger gatherings in people's backyards, churches, or schools. Articles on the Strategic Plan were included in the "Damascus Observer" and a survey on strategic issues was taken with input at the outreach events and on the City's website.

The Plan finishes with a series of Council workshops, review by a panel of citizens who have shown interest and insight into the strategic issues, a public hearing, and final Council adoption.

The initial Plan was adopted by City Council on December 18, 2006, with the provision that the new Council would review and update the Plan. The Council seated in January 2007 conducted a review of the Plan on March 10, 2007. This review looked at the progress toward 2006-2007 Goals and Objectives, review of the previously identified 2007-2008 Goals and Objectives, and addition of some 2008-2009 Goals and Objectives. The Plan was reviewed by Council on April 2, 2007. They asked that their comments be included into the Plan and then directed staff to place this on Council's agenda for a public hearing on May 7, 2007.



# The Foundation - Where We Are and Will Be

## Strengths, Weaknesses, Opportunities, and Threats

The Council prepared a SWOT identification and analysis process. In this work, the Council identified Strengths, Weaknesses, Opportunities, and Threats that they see facing the City. Strengths and Weaknesses relate to how things are today while Opportunities and Threats look to the future. That analysis is listed below.

### **STRENGTHS:**

- Adequate Tax Base - *the tax base is adequate to support government operations.*
- Initial Community - *the community of Damascus existed long before incorporation.*
- Support/Mandate - *the people of Damascus strongly supported incorporation.*
- Good regional partners & support - *Metro, Clackamas County, the urban service provider districts, and surrounding cities are all supportive of the efforts to form a successful city.*
- Two public schools and several private schools - *the foundation of education is in place.*
- Lots of open land - *there are many opportunities to plan well for growth as well as preserve open space.*
- The Council - *the Council has been very strong and involved in forming the government structure and services.*
- Sunrise Water Authority - *Sunrise Water Authority is a sound organization doing a good job.*
- Growth - *the dynamics of growth will shape the City in the manner planned by the community.*

### **WEAKNESSES:**

- Funding - *There will be inadequate funding in the future to support the demands of growth.*
- No traditions - *There are no traditions centering around city government.*
- Resistance to Change - *Change is difficult for individuals and the community.*
- Narrow vision - *For some it is hard to visualize all the aspects of becoming a city.*



- Staff - *Growing an effective new staff organization will be difficult.*
- Apathetic - *Many citizens are apathetic about the issues and needs of forming a new government.*
- Lack of community vision - *there is no cohesive vision of Damascus in the future.*

**OPPORTUNITIES:**

- Starting from scratch - *the opportunity exists to design and create a new government entity.*
- No baggage - *there are no historic constraints on how the City can operate.*
- Test of Metro/LCDC system - *Damascus presents a challenge as its planning needs and processes will fall outside the accepted planning practices within Oregon.*
- Creating downtown - *A new downtown area can be identified, designed, and built.*
- Up-zoning/up-valuing - *Land values will rise as urban land use pattern and urbanization occur.*
- Public Relations/Communication - *New methods of linking city government with all citizens can be explored and implemented.*
- Staffing/Functions - *New models for structuring city functions can be explored.*
- Customer service culture from day one - *a tradition of customer service can be established from the very beginning.*
- Recordkeeping/GIS - *technology can be applied from the start for managing the City's records and best utilizing data for management decision-making.*
- Growth - *growth will create a viable, vital community.*
- Establishing standard operating community-staffed committees for such events as Day in the Park, Farmers' Market, Damascus Historical Society, etc. - *volunteerism and civic structures can be quickly embraced.*

**THREATS:**

- Funding - *inadequate funding may occur to support all needed programs.*
- Loss of community support - *growing elements of the community may not support city government.*
- No traditions - *there are no traditions to stand upon.*
- Lack of infrastructure - *providing adequate infrastructure as growth occurs.*
- Education - *providing adequate schools as growth occurs.*
- Competing interests - *there are many interests that must come together to form the new city.*



- Lack of civic engagement - *a lack of participation will weaken the city government.*
- Clackamas County - *the County's intent and actions may not always be in the City's best interest.*
- Balanced growth of infrastructure - *providing all needed elements of urban services concurrently with growth.*
- Apathy - *a lack of caring from the citizens.*
- Lack of a financially sustainable community - *inadequate growth in the tax base, customer base, and employment opportunities.*
- Measure 37 Claims - *are causing inequities between property owners and awkward situations for comprehensive planning and zoning.*

### Doing What Must be Done

In order to put each of these factors in perspective, the Council did an analysis of those things that they feel are important for the City to do. These were separated into three categories. The first is Must, which is for things the City is compelled to do by an outside authority. The second is Need, which is for things the City should be doing to preserve life and property, to provide high quality services, and to frame important actions. The third category is Want, which represents actions that are not critically important but which add to the quality of life of the Community.

#### *Things the City Must Do*

- Create and administrate a City Budget.
- Develop a Comprehensive Plan including a Transportation System Plan and a Development Code.
- Adopt Elections Rules.
- Adopt Council Rules.

#### *Things the City Needs to Do*

- Defining our purpose and vision now that Damascus is a city. Define attributes and always ask what it will take to make Damascus a destination and not just another city in the Portland Metro area.
- Create a funding strategy for transportation and utility improvements, center improvements, and other capital needs.
- Identify and secure adequate staff resources.
- Create and follow a Strategic Plan.
- Establish a Communications and Public Relations Plan.
- Prepare and implement an Economic Development Plan.





- Create an Emergency Management Plan.
- Create and instill an organizational culture that is focused on customer service and not the traditional city bureaucracy.
- Enter into a productive discussion with Gresham about the Springwater area and Pleasant Valley area.
- Enter into a productive discussion with Happy Valley about the 172nd Street corridor area.
- Encourage and support development of a school capital funding plan.
- Create and maintain an effective communications channel with Damascus residents and the business community.

*Things the City Wants to Do*

- Secure financial and bond advice from qualified municipal financial advisors.
- Plan for the Windswept Waters district.
- Create a master plan for the Carver district.
- Create a master plan for the Downtown
- Enter into productive and mutually beneficial partnerships with the development and merchant communities.
- Take an active role in Metro's New Look especially with Boring and Sandy.
- Address affordable housing needs.
- Plan for and encourage the location of an institution of higher education within Damascus.

**Striving for an Ideal Local Government**

We would like to create a government that we can believe in - a different model with a philosophical approach that includes transparency, innovation, follow-through, flexible to address the work that needs to be done at different points in our development, and creating an environment for benevolence and stewardship.

The Council members approved a statement reflecting what they wanted for the government of Damascus. It reads:

*Relative to the needs of the citizens of Damascus, an ideal government is:*

*Responsive  
Responsible  
Strategic and Proactive*





*Effective*  
*Efficient*  
*Trusted*  
*Respected*  
*Innovative*  
*Transparent*  
*Flexible*  
*Sustainable*  
*Mindful of the current economy*  
*Knowledgeable*  
*Inclusive*

*Reflected in three ways:*

*Structure*  
*Actions*  
*Behavior*

*Within a framework of:*

*Effective decision making*  
*Astute financial management*  
*Productive relationships*  
*Within the team*  
*With customers*  
*With partners*

### **The Major Issues Facing Damascus**

Factors that stem from the issues identified in the SWOT analysis measured against the vision of the desired government structure revealed the following major issues facing the community:

- Establishing a modern government structure and function.
- Creating an effective communication system with all Damascus citizens and businesses.
- Developing an extraordinary culture of customer service.
- Continuing a very active public process to develop a Comprehensive Plan and associated transportation and public facility plans, as well as a Development Code, that balance the growth expected for the community while maintaining the spirit of its rural character and quality of life.



- Create a multi-year financial strategy and financial management system that implements the City's operational needs and the capital improvements needed to support the City's growth.
- Establishing and strengthening relationships with the other local and regional units of government in order to find mutual interests and to leverage individual strengths into joint efforts for better service delivery for our citizens.



## Mission

The mission statement of any organization is essential in order to ensure that the general theme and principles for which the organization stands are descriptive of their collective purpose. Based on this premise the Damascus City Council establishes this mission:



### Our Mission as the City Government of Damascus

Provide wise and effective stewardship of the citizens' trust and resources in creating an extraordinary city.

Our City will:

- Provide a complete community where people can live, work, play, shop, and learn
- Be founded on principles of economic, social, and environmental sustainability
- Grow in a planned, efficient, balanced, and logical manner as defined by the community
- Be vibrant in its economic, cultural, and civic life
- Have an innovative and flexible local government
- Engage and encourage citizen participation, action, and leadership



# Principles

Each of the bullet points of the mission statement presents a clear guiding principle. These principles frame the goals and strategies established by the Council and implemented by staff. They also define a standard of corporate aspirations and behavior by which the Council and staff can be judged and the products of their work can be measured.

Prior to the Damascus/Boring Concept Plan, a set of core values was adopted by the City Council that is intended to drive the creation of an urban community in this area. The Governance value is relevant to this strategic work:

## *Governance*

*Before growth occurs in the Damascus and Boring communities, effective, responsible, and distinct local governing bodies with a sense of integrity, ownership, and accountability shall be established to provide appropriate infrastructure. These governments shall be made up of officials who live in the community they govern and who share its values. Throughout the growth process separate local identities shall be maintained for each of the existing historical communities in the Damascus/Boring Concept Plan Study Area.*

## *Examples and elements:*

- *Effective and well-planned infrastructure and services*
- *Opportunities for citizen involvement, including youth, in government*
- *Policies and incentives that maintain property values*
- *Sense of local identity and ownership*
- *Fair and moderate tax structure*



# The Strategic Plan

## Strategic Focus Area #1 - Community Building

Damascus is one of Oregon's newest cities. It has a long history of voluntary action and problem solving. This culture needs to be incorporated into the new situation of self governance.

### DESIRED OUTCOME -

- The citizens of Damascus are actively engaged in the governance of their community.

### MEASURES-

- Citizens are actively involved in the development of all major policy decisions of the City.
- Citizen input is solicited by both Council and staff and used in development of policy and projects.
- Citizen volunteers are encouraged and utilized.
- Communication between City Hall and the citizens is characterized by outreach, involvement, input, dialog, conversation, genuineness and transparency. This means that communication is two-way, responsive, and deliberative.
- Citizen involvement includes providing a response to citizen input showing how it is used or why it is not used so that there is a greater understanding of the City's decision-making process.

Community Building Goal #1 - Provide opportunities and encourage citizens to be actively engaged in the civic affairs of the community.

### 2006-2007 Objectives

- *Continue the momentum for citizen involvement established in the Visioning process by following up with every citizen that expressed an interest in being involved, and by holding community meetings in different neighborhoods several times during the year.*



- *Track web site usage to make sure it stays relevant, usable, and used by the public. Communicate use statistics to City Council on a periodic basis.*
- *Complete communication plan including staffing to continue efforts beyond current contracts.*
- *Add an educational component to Council meetings.*
- *Help with media relations - responding to citizen comments.*

**2007-2008 Objectives:**

- *Televis regular Council meetings live and continue re-broadcast on a regular schedule. Live broadcast depends on franchise and potential federal FCC rules.*
- *Implement a customer response tracking system. Public Involvement Coordinator has established a tracking system.*
- *Require that all public involvement activities (with planning, for example) include a feedback loop.*
- *Build in evaluative measures to track the success of the City's communication with the public including reporting on how citizens were involved during the year in the annual report (how many attended meetings, wrote letters, testified, etc.).*
- *Work towards implementing neighborhood associations.*
- *Outreach to kids or youth programs to encourage them to be involved in their community.*
- *Investigate the feasibility of an in-the-window computer-based Kiosk to disseminate public information.*
- *Create a window display or outside display case showing: strategic plan, comprehensive planning issues, meeting notices, and newsletter.*
- *Explore opportunities for publication and distribution of monthly newsletter.*
- *Alternate methods for public comment (i.e. Staff interview and report to Council. Staff gather and enter e-mail comments).*



**Community Building Goal #2** - Develop an orientation program for all levels of civic engagement, including a new councilor orientation program.

**2007-2008 Objectives:**

- *Develop and execute a Community Building and Civic Involvement Plan.*

**2008-2009 Objectives:**

- *Invite all Council candidates to attend Council meetings, including sending full Council packets.*
- *Hold one orientation meeting with all candidates prior to the election to present the basics of city government and to answer questions.*
- *Hold a series of orientation meetings with those elected to Council prior to them taking office. Provide information as needed to see that new Councilors can "hit the ground running".*

## **Strategic Focus Area #2 - Provision of Municipal Services**

Upon incorporation the City adopted agreements with several partners to provide interim municipal services. The City needs to determine which core services it more appropriately should directly provide and which it should continue to contract.

**DESIRED OUTCOME -**

The citizens of our City are provided with the range of municipal services they desire in a timely manner.

Urban services are provided as needed to accommodate planned growth and change.

**MEASURES-**

- Community surveys reflect satisfaction with service provision.
- Community surveys show citizens believe that the City is wisely using their resources.
- Performance measures show that Damascus is average or better when compared to similar sized cities.





- Comprehensive Plan policies and direction on the provision of municipal services necessary to support the physical growth of the City are being met in a timely manner.
- Incorporate quality of life measurement in municipal services review.
- The City is served by a permanent City Manager.

**Municipal Services Goal #1** - Determine how municipal services will be provided.

#### 2006-2007 Objectives

- *Review and refine franchise agreement with solid waste companies.*
- *Establish plan by January 2007 for transitioning all planning and permitting activities to the City - Need to reconsider bringing "current planning in-house."*
- *Concur on the fundamental philosophies and direction for providing municipal services by June 2007, using a committee structure to help with identifying criteria, issues, and analysis. Worksessions to be scheduled in April and May to discuss.*
- *Begin process for pavement management assessment and location analysis of public roadways.*
- *Prepare and provide an informational flyer for citizens to explain the process of delivering municipal services including identifying the service providers.*
- *Hold quarterly Strategic Plan review worksession.*

#### 2007-2008 Objectives:

- *Complete urban service agreements in conjunction with Comprehensive Planning goal.*
- *Budget for and execute planning and permitting plan. Need to reconsider this for 2008-2009 Fiscal year.*
- *Work with the County to see to the completion of a pavement management assessment and location analysis of at least 25% of the public roadways. Need to reconsider this for 2008-2009 Fiscal year.*



- *Adopt and administer system development charges and other financial tools to support the growth and improvement of the community.*
- *Study concurrency in the delivery of municipal services, seeking community consensus on the level of concurrency that should be required with growth and developing the structure for assuring concurrency.*
- *Identify sewer treatment options and select one.*
- *Consider a bond measure for roads to cover repairs, new construction, and assuming private roadways (local access).*
- *Adopt a sustainable development policy and direct staff to develop a work program implementing the policy.*

**2008-2009 Objectives:**

- *Budget for and execute planning and permitting plan.*
- *Work with the County to see to the completion of a pavement management assessment and location analysis of at least 25% of the public roadways.*

**Municipal Services Goal #2** - Work with the Fire Districts and Sheriff's Office to create an Emergency Management Plan

**2006-2007 Objectives**

- *Councilors and management team attend County and regional emergency management training.*

**2007-2008 Objectives:**

- *Councilors and management team attend County and regional emergency management training.*
- *Work with the Fire District to engage the community, businesses, churches, county, and service districts in implementation of the Emergency Management Plan.*
- *Conduct at least one tabletop exercise to test the Plan.*



**Municipal Services Goal #3** - Adopt a municipal code.

**2006-2007 Objectives**

- *Adopt the Code by May 2007.*
- *Develop a code enforcement policy and program, study costs and revenue gains for municipal court.*

**2007-2008 Objectives:**

- *Implement code enforcement policy and program.*
- *Establish a municipal court.*
- *Review municipal code in light of 2007 Legislation.*

**2008-2009 Objectives:**

- *Monitor code enforcement activity and staffing level.*

**2009-2010 Objectives:**

- *Review municipal code in light of 2009 Legislation.*

**Municipal Services Goal #4** - Hire a permanent City Manager.

**2006-2007 Objectives**

- *Work with the citizens of the Community to develop a set of expectations and a desired profile for the new City Manager, all within the context of the City's Council/Manager form of government.*
- *Establish and execute a recruitment process, based on the expectations and profile, by May 2007.*
- *Hire a new manager by July 2007*

**2007-2008 Objectives:**

- *Have a stable staffing structure.*



### Strategic Focus Area #3 - Partnerships

Partnerships and collaborative alliances are necessary to achieve many of the City's important goals and objectives as the City often cannot resolve issues most efficiently by itself. Partnerships leverage the City's resources and results only if the City proactively solicits the advice, resources, and help of our partners.

#### DESIRED OUTCOME -

- The City and potential partners understand they cannot resolve common issues alone or independently and recognize direct and indirect benefits from working together.

#### MEASURES-

- Broad community goals are jointly established and mutually pursued in a coordinated manner.
- All resources are effectively leveraged by partners working together for mutual benefit.
- Partners develop mutual trust.

**Partnership Goal #1** - Build strong, positive and effective working relationships with all organizations providing services in Damascus and with other government agencies.

#### 2006-2007 Objectives

- *By June 2007, Councilors and Staff will visit the governing body of every unit of government operating within or adjacent to the Damascus city limits to give a briefing on the Damascus Vision and to solicit their input and participation in the Comprehensive Plan process and other issues of mutual interest.*
- *Regular meetings will be initiated and sustained with the key government partners to discuss mutual issues and opportunities for cooperation: Clackamas County partners through Clackamas County Coordinating Committee (C-4), East Metro through Five Cities group*
- *Develop a comprehensive list of potential partners including non-traditional partners (foundations, research organizations, etc.).*
- *Appoint Council Liaisons to each partner.*



#### 2007-2008 Objectives:

- *Define how and who will create more focus on business development. Some goals need additional focus on responsibility.*
- *Develop a broad legislative strategy based on this Plan. Develop a political intelligence mindful of the current political environment and how to leverage political clout at all levels. Make sure a structure is in place within City Hall with staff and elected officials "managing the account" of our influential partners; developing good relationships and communication.*
- *Seek Strategic Partnerships.*

#### 2008-2009 Objectives:

- *Continue cultivating Strategic Partnerships and working toward accomplishing strategic issues.*

### Strategic Focus Area #4 - Financial Management

The City effectively manages its resources on both a short- and long-range basis.

#### DESIRED OUTCOME -

- The City maintains a sound and prudent financial plan involving budgeting, forecasting, capital improvement programming, and investment that demonstrates responsible stewardship of public funds and maintains public trust.

#### MEASURES-

- The Budget process becomes comprehensive and strategic.
- The City invests flexible funds in a manner to leverage strategic outcomes.
- The City invests idle funds in a manner to secure the highest and safest long-term yield.
- The City maintains adequate reserves to meet emergency needs and fund anticipated future needs.



- The City sets user fees that reflect a reasonable cost recovery.
- The taxpayers perceive that the City provides good value in projects, infrastructure, and services for the tax dollars invested.

**Finance Goal #1** - Adopt a financial strategy for revenue and expenditures based on the objectives within this Strategic Plan and on annual Council Goals.

**2006-2007 Objectives:**

- *By April 2007, establish a five-year balanced budget projection that includes: needed staffing, office space, and resources to accomplish the Strategic Plan.*
- *Continue to prepare an annual report to the citizens of Damascus highlighting accomplishments and the City's financial situation.*

**2007-2008 Objectives:**

- *Develop mechanisms for public facility financing based on capital improvement plans (e.g. SDC's, street utility, etc.)*
- *Establish a Facility Reserve Fund.*

**2008-2009 Objectives:**

- *Develop performance-based budgeting and reporting.*
- *Consider staying with annual budgets until we gain a historical perspective.*
- *Investigate developing a two-year budgeting cycle for the 2009-2011 fiscal years.*



## Strategic Focus Area #5 - City Form

- Damascus citizens have indicated the desire to develop a special place. The City with its citizens will jointly work to develop a Vision and Plan to accomplish orderly development.

### DESIRED OUTCOME -

- Acknowledgement of a Comprehensive Plan reflecting citizen participation, community values, and a thoughtful and deliberative process by the City Council.
- Completion of a development code reflecting the preferences of our citizens for unique public spaces that reflect the desired character of our citizens.
- Integration of planned school facilities into the City's planning for new neighborhoods.

### MEASURES-

- An adopted Comprehensive Plan that is well accepted by a broad cross-section of the community.
- An adopted development code that effectively implements the Comprehensive Plan.
- Quality of Life is considered in policies, goals, and standards.

City Form Goal #1 - Make significant progress during the year on the Comprehensive Plan.

### 2006-2007 Objectives

- *In May 2007, approve final scope of work and request for proposal for the major portion of Comprehensive Planning after review by planning partners.*
- *Continue Comprehensive Planning process in July 2007 utilizing the Department of Land Conservation and Development technical assistance grants expected to be awarded in May 2007.*
- *In May 2007, approve a scope of work using Congressman Blumenauer's earmark by January 2007.*





2007-2008 Objectives:

- *Develop a method to ensure "quality of life focus" within Strategic Planning.*
- *Complete Sub-Area Plans as part of Visioning process.*
- *Communicate with public to keep them in the loop.*
- *Complete planning coordination with partners.*
- *Integrate the plans of the School Districts for building new school capacity to meet the needs of Damascus's growing population.*
- *Complete and submit Comprehensive Plan for acknowledgement to the Land Conservation and Development Commission in time for November 2008 Metro and State Acknowledgement.*

2008-2009 Objectives:

- Complete Development Code consistent with submitted Comprehensive Plan.